

# COLUMBUS PARTNERS

Serving Higher Education

## Feasibility Projects

---

### **Scientific and Park Technological Pole Curauma, Chile**

Contracting Organism: Corporation for the Promotion of Production – CORFO, developed in collaboration with the Catholic University of Valparaiso, Chile.

Feasibility study of the Science Park and Technology Pole including

- identification of the initial focus of projection ;
- analysis of existing capacities in the environment ;
- identification of relevant international experiences and available best practices;
- definition of an initial activities portfolio;
- sizing investment components;
- definition of legal arrangements and stages of development of the Science Park and of the Technology Pole.

### **Project: creation on a university in the province of San Luis , Argentina**

Contracting Organism: Government of the Province of San Luis, Argentina .

Technical support for the creation of a provincial university including: its design, the preparation of a project to be submitted to the national authorities for its recognition, and support in the implementation phase. The project focused on the institutional, organizational, academic, financial and infrastructure. Prepared a feasibility study and an institutional project :

Feasibility study including:

- founding principles of the university,
- university model identification ,
- basic organization,
- academic and pedagogical proposal,
- first assessment of key constraints and requirements in terms of infrastructure .

Institutional project preparation:

- General characteristics: type of institution, university mission, university goals, university functions.
- Organization characteristics: structure, organization, academic organization , administrative organization, management control system .
- Training model: basic principles, training processes, characteristics of the training offer, characteristics of preparatory courses, the use of new technologies and areas of academic offer.
- Academic activity of the departments (Semi-Arid areas Natural Resources, Economics and Management, Information Engineering, Art and Communication).
- International Agreements.
- Resources: HR strategy, facilities and infrastructure, equipment, library, budget estimation.
- Relevance and justification of the project (for social, economic and educational policy).
- Thematic areas (general characteristics, job training, etc.).

Columbus assumed the role of coordinator and, in close collaboration with the Economic Commission for Latin America of the United Nations (CEPAL - Buenos Aires) , was a team with national and international experts .

## Study Visits

---

### **International Training Program for Managers of Brazilian Federal University Hospitals**

Columbus is collaborating with the Brazilian firm of hospital services EBSEH, in the development of a training program for top managers of 13 university hospitals in Brazil. The main objective of the program is to incentive each hospital to develop concrete strategic projects. The Columbus' member universities with hospitals, can benefit from this type of activities through conducting a study visit with its own hospital managers. Therefore, they will be able to broad their vision on the main trends on the hospital management from European countries and to identify potential impact projects that could improve the patient care.  
More information about the project: <http://www.columbus-web.org/EBSEH/es/>

#### **Study visit to EU institutions for rectors and directors of Mexican universities**

March 27 to April 7, 2004

In collaboration with CENEVAL, funded by participating institutions.

#### **Study visit for those that manage the design and implementation of secondary education reform in Uruguay**

February 23 to March 3rd, 2001

Contracting Agency: International Education Office with funding from the Inter-American Development Bank.

#### **Study visit to EU institutions with Education Ministry officials of the Province of San Luis, Argentina**

September 25 to October 5, 1999

Contracting Agency: Ministry of Education of the Province of San Luis.

#### **Study visit. Intensive Seminar in European countries with Argentinian Ministers of Education**

1-11 February, 1998

Contracting Agency: Ministry of Education of Argentina with funding from the World Bank and the Organization of American States.

#### **Study visit to European universities in the area of Lifelong Learning**

October 24 to November 4, 1995

Funded by the European Union and the participating institutions.

#### **Study visit. Intensive Seminar in European countries with Argentinian Ministers of Education**

20-30 January, 1995

Contracting Agency: Argentina Ministry of Education with funding from the World Bank and the Organization of American States.

#### **Study visit to European universities for Latin American university rectors**

November 26 to December 10, 1989

Funded by the European Union and the participating institutions.

## **Training programs for top managers**

---

#### **International Training Program for Managers of Brazilian Federal University Hospitals**

Columbus is collaborating with the Brazilian firm of hospital services EBSEH, in the development of a training program for top managers of 13 university hospitals in Brazil. The main objective of the program is to incentive each hospital to develop concrete strategic projects.

The Columbus' member universities with hospitals, can benefit from this type of activities through conducting a study visit with its own hospital managers. Therefore, they will be able to broad their vision on the main trends on the hospital management from European countries and to identify potential impact projects that could improve the patient care.

More information about the project: <http://www.columbus-web.org/EBSERH/es/>

### **Course “Institutional strategic planning tools for business organizations”**

From May to November 2012. The course combined web sessions and a 4 days workshop.

Contracting Agency: European Commission AL- INVEST 4 Program.

Objective: To strengthen the institutional capacities of IOs needed to provide the best possible support to SMEs of their environment thus enhancing sustainable business model.

Participants: 18 middle managers from eight Latin American organizations. Application of training methodologies for senior managers developed by HEC- Paris, France.

Group of trainers:

- Georges Blanc, Professor HEC- France, and Brazil Dom Cabral Foundation.
- Michel Fiol, Professor HEC- France.
- Francisco Gatto, Consultant for AL- INVEST's Services Consortium.
- Marco Dini, Consultant, Inter-American Development Bank.
- Carlo Ferraro, ECLAC.
- Daniel Samoilovich, Executive Director, Columbus (Team Leader).

### **Competitiveness strategies for the contemporary university**

Contracting Agency: Salesian University Center of Sao Paulo - UNISAL, Brazil.

Within the program of graduate studies in University Management, Columbus organized two full days on 11 and 12 October 2010, in collaboration with the International Association of Universities (IAU), Hautes Etudes Commerciales (HEC Paris) and the University Paris-Est, France.

Participants: academic and administrative directors, coordinators, financial counsellors, teachers and secretaries.

Program's goal was to give participants conceptual and management tools to exploit the opportunities of national and international context, and thus improve their performance in their respective institutions, both current and future responsibilities.

On the second day, we organized a visit to the Université Paris-Est to explore and analyse the strategy implemented by the institution as result of the institutional assessment conducted by the AERES.

## **Evaluation systems**

---

### **Evaluation system of universities in Argentina**

Contracting Agency: The National Assessment and Accreditation Commission of Argentina - CONEAU, with World Bank funding.

Organization of an internal workshop (April 1997) for CONEAU's technical team members, with the aim of:

- Analyse the proceedings of the CONEAU regarding its mission to lead, coordinate and carry out external evaluations of Argentine universities.

- Propose lines, criteria and alternative technical tools.
- Finding the most appropriate articulation between the processes of self-evaluation and external evaluations, depending on the objectives of each institution and the CONEAU's.
- Identifying forms of articulation between external assessment processes and other functions of the CONEAU.

### **SECAI (Evaluation System of Teaching Quality of Engineering)**

Developed in collaboration with the Polytechnic University of Madrid (Spain), with funding from the European Commission, World Bank and Fundayacucho (Venezuela).

SECAI (Assessment System of Teaching Quality of Engineering) has proved its effectiveness in the evaluation of engineering programs: Since 1996, there have been three cycles with the participation of 38 study areas, 17 universities from 10 Latin American and European countries. SECAI's application allows to:

- Analyse the factors that affect the quality of engineering programs.
- Identify the priorities for the process of change and quality improvement.
- Contribute to the creation of a favourable climate for evaluation and change within the university community.

Resources related to the application of SECAI:

- Concepts, scope, methodology and tools
- Evaluation Manual.
- Guide for institutional information collection.
- Surveys models.
- Process and general application conditions.
- Evaluators guide.
- Information System for Surveys Treatment (SITEN)
- External Assessors Bank: More than 70 external evaluators.

SECAI was adapted for the evaluation of non-engineering fields, giving rise to SECES Program (Quality Assessment System in Higher Education)

## Studies

---

### **Governance in Spanish universities**

In collaboration with the CyD Foundation (Spain) for the organization of a mission in Spain, whose results were presented at the "Alternativas y propuestas para la gobernabilidad de las universidades", organized by CRUE and by CYD Foundation (Santander , Spain , 4-5 September 2008 ) .

### **"Trends in Higher Education in Latin America and the Caribbean"**

Published as Chapter 9 under the title: "Paths of Innovation. Rethinking the governance of public universities in Latin America and the Caribbean, from the report "Trends in Higher Education in Latin America and the Caribbean". It was presented as part of the CRES -2008 (Regional Higher Education Conference), held in Cartagena de Indias (Colombia), from 4 to 6 June 2008.

### **Use of Information Technology in Public Administration Areas - Analysis of the current situation and opportunities identification**

Contracting Agency: CSI – Consortium for the Information System, Torino - Italy

Two studies have been made (between 2006 and 2008) in collaboration with Trends Consulting in Argentina, Chile and Uruguay offering products and services for the computerization of public administration activities. Information collection and analysis on the current situation, and potential demand, of Information Technology

(IT) applications and services in public organizations. Recommendation of collaborative strategies with governments of the participating countries, and specific opportunities identification and potential partners.

### **Evolution and prospect of a range of professions relevant for the undergraduate program at the University of Talca, Chile**

Contracting Agency: MECESUP - with World Bank financing. (2004).

Collaboration with the University of Talca, Chile to conduct a study on the state of the art of training in selected areas and professions prospectively derived. The study analyses the evolution of the degrees at undergraduate and postgraduate level in various European countries, innovations in curriculum, the mechanisms used for the employability of graduates, new pedagogical ideas in university education, the balance between basic knowledge, expertise and skills, curriculum flexibility modes, the integration of internships in the training, development of strategies for student assessment and other related topics.

### **Observatory of indicators of higher education system in Europe**

Contracting Agency: National Centre for Education Evaluation (Io), Mexico.

Columbus signed a contract with the National Centre for Education Evaluation (Io - Mexico ) to conduct a detailed investigation on the indicators and methodology used by the observatories of European higher education and similar bodies ( OECD ), to identify most appropriate to the Mexican system , taking into account the information available and obtainable and comparison and improvement goals .

### **Mechanisms of regional development support**

Contracting Agency: Economic Commission for Latin America of the United Nations (ECLAC) with funding from the Inter-American Development Bank.

Conducting a study on regional development mechanisms, involving universities, implemented in Europe in collaboration with the Fraunhofer -Institut für Systemtechnik und Innovationsforschung ( ISI - Germany ) , compares the results achieved and the feasibility conditions of mechanisms in Germany , Spain , France, Holland and Europe in general. For each European model described, we present the model of organization, the portfolio of activities and the financing model. The study also details the concept of active technology transfer and discusses ways of organizing activities and ITS (Institutions of Technological Support ) based on the experiences in countries of Central and Eastern Europe . Document can be found at:

<http://www.eclac.org/publicaciones/xml/8/21288/DocSerie23.pdf>

### **Analysis of successful development strategies strategic metropolitan areas**

Analysis developed in collaboration with Torino Internazionale (2003-2005). Torino Internazionale is an association of public and private organizations that works for the strategic planning and promotion of the region of Piedmont, Italy. The agreement of cooperation with Columbus and the CyD Foundation (Barcelona) consisted in the analysis of successful development strategies of different metropolitan areas.

There were 10 case studies, based in five European cities (Barcelona, Spain, Lyon, France, Munich, Germany, Turin, Italy, Liverpool, United Kingdom) and five Latin American cities (Belo Horizonte and Sao Paulo, Brazil, Concepción, Chile, Cordoba, Argentina, Guadalajara, Mexico). These studies will be published by Torino Internazionale, the Metropolitan Strategic Plan of Barcelona and Columbus.

## **Institutional consulting**

---

### **Collaboration with the Universidad del Magdalena for the design of its Multilingualism Plan**

Education in foreign languages is, today, a requirement for the accreditation of Colombian Higher Education Institutions.

Columbus has been invited to support the Universidad del Magdalena, for designing and setting up the foundations a multilingualism strategy, adjusted to University's specific characteristics, such as the low-income population from its area of influence, the Colombian Caribbean region.

Columbus integrated in the counseling team a highly experimented university leader- from other Columbus' member university, Universidad Tecnológica de Pereira- which already implemented a successful bilingualism model. The collaboration includes two workshops with top managers and benchmarking visits (July-December 2015).

### **Collaboration with the Universidad Católica de Colombia for its Internationalization Plan**

The Colombian National Accreditation Council recently added the institutional and academic program Internationalisation as assessment criteria for Colombian Universities.

The UCC, a Columbus member since its foundation, asked Columbus' support to design its internationalisation plan.

In May 2015, a first seminar-workshop took place, integrated by Institution's all faculties and academic programs, in which internationalisation's benefits were identified and concrete projects were defined for implementation in the short term.

A second workshop will take place towards the end of the year, with the aim of articulating faculties' strategic development areas with institution's priorities. (May-December 2015)

### **External Assessment of the Universidad Nacional de Tierra del Fuego, Argentina**

The objective of this collaboration was to carry-out an assessment of University's progress since its creation (December 2010) and since obtaining CONEAU's green light for functioning (July 2013).

At the same time, such assessment, based on the key elements of the institutional model, has to identify the competencies and processes to be strengthened and extended, in order to insure a development coherent with the initial institutional proposal.

### **Collaboration with the ISCTE - Lisbon University Institute, Portugal**

Objectives:

- Complete and deepen strategic thinking.
- Contrast the possible structure and organization models with experiences of other organizations.
- Know the general trends in innovative universities.
- Promote reflection on the main Higher Education rankings.
- Support the change process and contribute to the awareness of managers and teaching staff.

This collaboration took place between April 2012 and June 2013 and culminated in a seminar with the participation of international experts: Georges Blanc, François Peccoud and Michael Shattock. The topics covered were:

- Integration between disciplinary areas.
- Integration between teaching, research and services.
- Contribution of academic innovation processes.
- Entrepreneurship and income generation.
- Shared Governance and partnerships with external actors.

### **Collaboration with the Politecnico di Torino, Italy**

Were conducted two studies (between 2012 and 2013) with the following objectives:

- Compare the methodologies of three major rankings, Shanghai, Time Higher Education - THE and QS Intelligence Unit in order to identify actions to improve the positioning of the Politecnico di Torino.
- Development of a strategy to increase the chances of attracting Brazilian scholars to Politecnico (At an early stage without "Ciencias sem Fronteras" Program).

### **Workshop on Supporting the Management Team of the University of Aveiro, Portugal**

The University of Aveiro, Portugal, is one of the three institutions that were recently transformed into Public Foundations of Private Law. Columbus held in December 2010 an internal workshop with the management team on shaping university's corporate strategy in 2011 and producing an action plan to be approved by the General Council. OVAR methodology, developed by HEC- Paris, was applied.

### **Collaboration PAIR Project, National Pedagogical University of Colombia**

Objective: To create working conditions to develop the PAIR project under the direction UPN.

Activity held on September 2012. PARES project is a training, innovation, research and consultancy Program involving Escuelas Normales Superiores selected throughout Colombia. Strengthening UPN key skills: such as fundraising, research-action and networking with schools, and strengthening leadership in the Colombian educational system.

### **Collaboration with the University of the North, Colombia**

Objective: To support strategic reflection on the priorities of the 2013-2017 Development Plan

- Activity conducted between June and November 2012. 8 videoconferences with international experts selected based on institutional priorities. Sustainable Campus Eddi Ulika Omrcen and Lundgren, Sweden.
- Alumni Fundraising: Anne Mundell , Italy/United Kingdom.
- Consultancy and advice: Ignacio Fernández de Lucio, Spain.
- University lifelong learning: Martí Parellada, Spain.
- Articulation of the internationalization strategy between faculties/departments and central level: Hans de Wit, The Netherlands.
- Assessment, assurance and quality promotion: Guy Haug, Belgium.
- Teaching with technology: Heather Kanuka, Canada.
- Cultivating Research: Ellen Hazelkorn, Ireland.

This action was complemented by the organization of a conference with workshops and seminars taken cared by professors from HEC Executive and with the participation of Columbus' Governing Board, and the various committees in charge of the definition of institutional development plan.

### **Collaboration with the National Pedagogical University, Colombia**

Development of a three years strategy and action plan for the UPN, from May to September 2011: management training for academic managers, process improvement. It counted with the support of Prof. Michel Fiol, Prof. Georges Blanc, HEC -Paris and Momentum Consulting (Barcelona). See words of the Rector.

### **Collaboration with the University of Castilla La Mancha, Spain**

Objective: To improve UCLM's participation in European projects. October 2011.

Actions taken:

- Assessment of the situation regarding UCLM's participation in European projects.
- Suggestions regarding the activities/processes of the European Projects Office (OPE) and of international credit lines (especially those of the European Commission).
- Identification of recommendations/actions to take in the short, medium and long term.

### **Collaboration with the University of Tierra del Fuego, Argentina**

Objective: To identify potentially interesting institutions for the development in the new created University of Tierra del Fuego of a strategy of international alliances.



In 2011 they have been contacted 44 universities worldwide. For each of the selected universities was built in a form with areas of potential collaboration in teaching and research. Based on this information it has been made a preliminary list of recommended institutions for the international cooperation strategy.

### **Training of the University of Talca's rector's team, Chile**

Internal workshop on developing the consistency of the management team and of the management skills focused on the implementation of the Strategic Plan. It was complemented by an e-training on process management (remote). Activity developed in collaboration with HEC- Paris, and Momentum (Barcelona). This activity was carried out during 2011.

### **Strategic assessment of the planning of Puerto Madero Campus, Argentina**

Contracting Agency: Catholic University of Argentina (UCA).

On October 17th, 2001, Columbus signed an agreement with the Universidad Católica Argentina to provide a consulting service in the planning of its Campus of Puerto Madero. Columbus' advice was to carry out a study on the evolution and prospects scenarios of the student population. Based on this, the institutional vision resulted in quantified space needs. Columbus coordinated the project, in collaboration with national and international experts.

## **Public Sector Consulting**

---

### **Project Pact PYMEX**

Contracting Agency: State Council of Science and Technology of Jalisco – COECYTJAL.

Objective: To encourage and promote the advancement of innovation and technology companies established in the State of Jalisco. Activity carried out between 2011 and 2012.

The development of this pilot experience aimed to elaborate a methodology for boosting the competitiveness of the business ecosystem, with the support of COECYTJAL's and by strengthening relationships between large companies and the most innovative SME. It took into account the experience of *Pacte PME* and *Pacte PME International*. A procedures manual was created as result of the pilot.

### **Supporting the development of the roadmap of Culture and Sport in the city of Geneva, Switzerland**

Contracting Agency: Department of culture and sport of the city of Geneva.

Activity carried out in April 2012. Working with counsellors, direct collaborators and principals responsible for services related to art, culture, museums, library and sports in order to plan the strategy of the Department over a period of three years. Work in collaboration with Prof. Michel Fiol, HEC Paris.

### **Developing a strategy for training school principals, Colombia**

Contracting Agency: Ministry of Education, Colombian.

Activity carried out between October-December 2011. From the results of PISA 2011 in line with international trends, the Ministry identified the school management as a key lever for the Improvement of Educational Quality. Leading international experiences in training Principals were identified and experts from England, Ontario, Norway, Ireland and Catalonia shared them with the Ministry officials through videoconference. This



phase was supplemented with two workshops, one addressed to Ministry's internal team using a methodology developed by the OECD and the second one with all responsible for quality of the departments of Colombia (75 participants). In both cases Metaplan methodology was used.

### **Advising the Ministry of Education of Chile in the organization of a workshop for balancing academic reform experiences in Europe and Chile**

Contracting Agency: Ministry of Education, Chile.

In April 2003, Columbus organized, for the Ministry of Education of Chile, a seminar entitled "Innovation and Curricular Harmonization: comparison of experiences, prospects for cooperation", held at the Catholic University of Valparaiso. This seminar was aimed to present and analyse the progress made so far by the universities in implementing the Bologna Process.

As a result of the workshop, nine European institutions and 23 institutions signed Chilean Valparaiso Declaration, pledging to:

- Promote convergence of Chilean university system with the transformations taking place in the countries of the European Union.
- Promote the adoption of a system of credits between Chilean universities compatible with the ECTS system and define the real curricular requirements of students, according to their real time availability.
- Encourage reciprocal double degree, both at the undergraduate and graduate levels, with prestigious European academic centres and encourage the mobility of students, teachers and support staff.

### **Training program for the education sector provincial authorities, Argentina**

Contracting Agency: PROFOR with World Bank financing.

In 1997, the Ministry of Education of Argentina asked Columbus to design a training program for ministers and provincial top directors of the education sector. This program aimed to:

- Improve the technical capacity of the provincial leading teams for the management of policies of educational transformation derived from the Federal Education Act and the resolutions of the Federal Council of Education.
- Promote a shared vision among policy makers and technical managers at both provincial and interprovincial level, promoting a dynamic of convergence of objectives.
- Promote a framework for better coordination between the initiatives of the Ministries of Culture and Education both in training and in administrative reform, with the needs of the provincial teams.
- Trial to develop local capacity in managing strategic planning methods, implementation of strategies and management control.

Attended by 20 ministers and 26 directors from the education sector of the 23 provinces and the government of Buenos Aires City. Columbus coordinated a team involving experts from HEC ( Ecole des Hautes Etudes Commerciales - France) , the University of Barcelona ( Spain ) and IIEP - Buenos Aires (UNESCO's International Institute for Educational Planning) .